



Joint Logistics Warfighting Initiative (JLWI)

Establishing the USCENTCOM AOR Lab
Information Briefing

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Purpose

To provide information
on the
Joint Logistics
Warfighting Initiative
JLWI





The Problem Simply Put

s-Is" System... Designed to support Divisions, MEFs, Wings - We don't normally operate th

- Is too costly, slow, and inefficient
- Does not provide accurate, real time information
- Provides virtually no visibility for "retrograde"
- Lacks business rules and metrics
- Provides limited interface with the financial system
- Technology inserted without reengineering the process

MY OPINION. Quality of Life Issue
May be affecting readiness,
retention, and recruiting

- Senior Leaders and Warfighters have lost



Here's What We Want To Do



- Establish meaningful metrics
- Instrument the pipeline
- Change the priority system
- Build on the Bosnia Experience:
 - Improved visibility and velocity of supplies *into* Bosnia

NOW

- *Improve requisitioning, distribution, asset visibility, and retrograde processes throughout the entire system*
- *Improve readiness and weapon system availability*

09/13/16
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The End State

Put **OUR** Best Foot Forward To Establish a Single Continuous Synchronized

Improve response ~~Process~~ to the warfighter through process improvements in the **mobilization, deployment**, requisitioning, distribution, and retrograde of supplies and materials as validated in a real-world

Requisitioning

Speed up the process; meet customer expectations / RDD; provide customer with real-time status

Distribution

Do we need a single distribution coordinator to integrate new technologies and best business practices?

Retrograde

Treat unserviceables as assets; link supply and maintenance; provide repair facilities with real-time status

Now... Includes some Mobilization & Deployment

The Vision



Source of Supply

Coordinated distribution

The warfighter: our customer



Think War



Industry



Depots



AIRLOC



SEALOC

CUSTOMER PULL / RETROGRADE



Deterrence & Conflict Prevention

Fight & Win



The Approach

Start Small

- Selected Units in the CENTCOM
 - Army (Intrinsic Action)
 - Air Force (Southern Watch)
 - Navy (5th Fleet)
 - Marines
- Selected weapon systems supported by DLA/Services
- Industry Advisors

**BIG
Event
Bright
Star 01**

Allow for Rapid Expansion

- All weapon systems
 - Other Commodities / units
 - Share Successes

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What Are the Standards

Priorities and Standards

- 15 different requisitioning priorities today
 - outdated when using current technology
 - misused and original intent no longer applicable
- Need to focus on three priorities:
 - Immediate - CWT NLT 96 hours world-wide
 - Priority - CWT 7 days
 - Routine - CWT 30 days
- Measure progress, success, and failures

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The Management Model

Management Methodology

- **Define the Process**
 - Determine customers, inputs, outputs, value-added
 - Use walk-through to achieve common understanding

- **Measure Process Performance**

- Define metrics and identify data
- Determine baseline performance
- Develop "report cards"

Velocity Management

- *speed and accuracy*
- *velocity vice mass*
- *Improving processes (improve value added activities)*

- **Improve the Process**

- Establish goals
- Develop improved process designs
- Implement changes

Concept of the Operation



Joint Logistics Warfighting Initiative

- Evaluate Customer Wait Time (CWT):
 - in a Joint environment
 - with a fully visible supply chain
 - while focusing on specific commodities
- Identify, assess and implement value-added o
 - by capitalizing on Service initiatives
 - by integrating industry's best practices
 - while keeping the focus on support to the warfight
- Integrate DOD Agencies, CINCs, JS, Services
- Execute -- IV-phased operation

***Verified & validated by an independent
third party review***



Relationships

The Intent...

- JLWI supports USD (A&T) “Modernization of Defense **Logistics...** by reducing inventory, personnel and response times.”
- JLWI supports CPR 98 “... CINC/CJTF visibility over incoming, in place and outgoing material, supplies & personnel is critical to our ability to fight & win”.
- JLWI addresses USACOM “Near Term” Joint Experimentation within the *FLEEDO* functional concept (Faster Resupply)
- JLWI supports Focused Logistics Joint Theater Logistics Management through nodal connectivity improvements
- JLWI supports Section 912 by improving CWT and Readiness
- JLWI value **No Duplication - Builds on related tests, exercises, experiments, programs and initiatives...**

Joint Experimentation Concept Relationships



Concept
Hierarchy:

Capstone

How We Operate →

Integrating

Joint
Contingency
Force
Operations

Functional

FL: EEDO

6 FL:EEDO Paths

- **Joint Theater Logistics Management**
- **Information Fusion**
- **Sustainment**
- **Deployment**
- **Medical**
- **Multinational Logistics**

Differences (notional)

- Faster resupply
- Better information
- Improved confidence
- Improved Readiness
- Richer sized Footprint
- Better

Employment

**Faster Resupply:
JLWI**

**Better Information:
ALP**

**Better Deployment:
JDPO**

**Platforms:
Ultra Lt.
Airship**

General Observations



- At the lowest level....
 - Routine business rules not used
 - **Manual process/procedures are the norm**
 - Telephone, Email, Genser Message and Fax is routine way communicate
 - Automation not used, even if available
 - Too many “asset visibility” systems or capabilities, no asset visibility systems
 - Retrogrades not tracked
 - Units/Activities have “expediters” at each node
 - **Soldiers/Sailors/Airmen not operating as trained**
- WHY...(The Operators perspective)
 - “Can’t depend on the system...”
 - “Communications unreliable and frequently out...”
 - “No confidence in the accuracy...”
 - “System is so unreliable...”
 - “ I don’t know how to use it - drive -by fielding....”
 - “Current systems/policies/procedures do not lend themselves to split or contingency operations...”
 - “Get different information from each asset visibility system - pick one and kill the rest...”



Our Objective is
to Prepare for
the Next
Operation ---
Not the Last.....

- ➔ Gain Customer “warfighter” Confidence
- ➔ Instrument Pipeline
- ➔ Change Priority System
- ➔ Leverage Technological Enablers





Back Up Slides

Challenges - some.....



- **Stove piped, layered, and complex systems and procedures that have limited interface**
- **Changing systems to allow for “electronically processing receipt documents”**
- **Lack of communications and frequency clearances in theater**
- **Complex “customs clearance procedures”**
- **Synchronization of the requisitioning, distribution and retrograde process**
- **Changing cataloguing, financial, and other systems to reflect “cost of shipping & handling based on priority”**
- **Reducing priority system from 15 to 3**
- **Institutionalize the changes**
- **Long procurement lead time for some of the AIT**
- **Instilling confidence that we can provide what we promise**



Road Ahead

- **Get CINCUSACOM support**
- **Obtain funding:**
 - **Continue to seek JE funding from USACOM J9**
 - **Identify parallel funding source**
- **Begin coordination with Industry for Phase II ev**
- **Get connected with DARPA ALP & JLA**
- **Select/compete prime JLWI contractor**
- **Modify/extend current in-theater contracts**

...JUST DO IT!

USACOM



Fully integrated

Joint Staff J4 Partnership!

CENTCOM

JLWI

DUSD(L)

DLA



JS /DUSD(L)/DLA/ ACOM /CENTCOM max coordination with JLWI as Major

FLEEDO Concept



Focused Logistics: Enabling Early Decisive Operations

General Description - -

To explore the most effective means, in the near and mid-term

periods, to create an integrated logistics picture and an agile and precise logistics support capability for early entry decisive

The Plan - Funding Dependant



Phase I: Preparation for Implementation

- **November 98 - January 99**
- **Preparation / Analysis / Plan Development / B**

Phase II: Baseline / Improve the Distribu

- **January - March 99 (“Boots on the Ground**
- **Set-up / Establish the “As-Is” / Develop Test**

Phase III: Implement Improvement In

- **March - June 99**
- **Execute the Plan / Develop the “To-Be”**

Phase IV: Evaluate / Report on Effe

- **June - December 99**
- **Evaluate / Analysis / Report**

